

<p style="text-align: center;"><b>SWOT ANALYSIS MATRIX</b></p> <p style="text-align: center;">as of 1/30/07 with EDC Meeting Review Input <b>FINAL</b></p>	<p style="text-align: center;"><b>INTERNAL STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Agricultural base</li> <li>2. Airport</li> <li>3. Existing Industrial/Commercial base</li> <li>4. Informal business relationships and ease of doing business</li> <li>5. Location and proximity to metro areas/access to airports and international points of entry</li> <li>6. Medical facilities</li> <li>7. Easton as a regional commercial center</li> <li>8. Large cultural arts community</li> <li>9. Rural sense of place/natural habitat</li> <li>10. Broad range of outdoor activities</li> <li>11. Educational access through secondary and post secondary levels through Chesapeake College</li> <li>12. Destinations that attract Tourism</li> </ol>	<p style="text-align: center;"><b>INTERNAL WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Lack of business attraction programs</li> <li>2. Transportation infrastructure in select PFAs</li> <li>3. Workforce misalignment</li> <li>4. Inadequate workforce housing</li> <li>5. Workforce development tools and programs</li> <li>6. Local regulatory hurdles</li> <li>7. Amenities for younger workforce</li> <li>8. Workforce ethic</li> <li>9. Lack of readily available workforce</li> <li>10. Zoning Policy that does not encourage responsible growth</li> <li>11. Lack of Federal Government Facilities</li> <li>12. Disproportionate Tax Base limits County's ability to invest in infrastructure and amenities</li> <li>13. Lack of educational diversity</li> </ol>
<p style="text-align: center;"><b>EXTERNAL OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Expansion of established Ag base into new ventures (Bio Fuels/Specialty Foods/etc) &amp; support existing initiatives</li> <li>2. Regional Waste to Energy Facility</li> <li>3. Underutilized Workforce – Growing Hispanic Community, Retired Executive Talent, Mid–Sr. Level Employees commuting out of area</li> <li>4. Airport as a business and distribution hub and attraction for day jet services</li> <li>5. Create business programs for attraction, retention and identifying funding resources to support economic development goals</li> <li>6. E S Broadband and Telecommunications infrastructure to attract new business, home based business, outsourcing</li> <li>7. BRAC for expansion of existing business base</li> <li>8. Cooperate with vibrant Tourism efforts</li> <li>9. Proximity to DC/Baltimore Mid Atlantic Markets</li> <li>10. Establish advanced professional specialties and education programs for health care</li> <li>11. International Investment</li> </ol>	<p style="text-align: center;"><b>A. SUGGESTED ACTIONS</b></p> <ol style="list-style-type: none"> <li>1. (1S/1O) Initiatives aimed at Ag Expansion</li> <li>2. (1S/2O) Waste to Energy Initiative</li> <li>3. (3S/4S/7S/5O/9O) Opportunities to expand commercial base.</li> <li>4. (6S/10O) New Education Initiatives</li> <li>5. (8S/8O) Initiatives to expand Arts Tourism</li> <li>6. (10S/8O) Initiatives to expand recreational tourism</li> <li>7. (12S/8O) Initiatives to expand Destination Tourism</li> <li>8. (11S/3O) Initiatives to improve/expand/utilize local workforce subsets</li> </ol>	<p style="text-align: center;"><b>B. SUGGESTED ACTIONS</b></p> <ol style="list-style-type: none"> <li>1. (3W/3N) Need for Jobs Creation Programs</li> <li>2. (1W/3W/8W//3O) Need for Programs to improve match between available jobs and available skills</li> <li>3. (11W/7O) Initiative to recruit Federal entities</li> <li>4. (12W/5O) Initiatives to increase commercial base within acceptable industries</li> </ol>

<p style="text-align: center;"><b>EXTERNAL THREATS</b></p> <ol style="list-style-type: none"> <li>1. Large number of Counties competing for a small number of businesses paying high wages</li> <li>2. Shortage of skilled workforce and the resources to train for advanced skills</li> <li>3. Absence of commercial/incubator space</li> <li>4. Lower land costs in the surrounding counties provides for affordable housing.</li> <li>5. Disproportionate number of second homes and retirement population relocating to Talbot County.</li> <li>7. SHA funds are competitive and county must compete for these resources</li> <li>8. Airport growth constraints including residential encroachment on lands surrounding airstrip.</li> <li>9. Zoning Concerns- used to restrict growth instead of planning for growth, may impact how agriculture land is inherited, devalues and restricts use for preservation.</li> <li>10. Environmental deterioration</li> <li>11. Perception that our Education system is less than competitive</li> </ol>	<p style="text-align: center;"><b>C. SUGGESTED ACTIONS</b></p>	<p style="text-align: center;"><b>D. SUGGESTED ACTIONS</b></p> <ol style="list-style-type: none"> <li>1. (1W/6W/9W/10W/4T/9T) Policy initiatives to expand/attract taxable commercial base within acceptable industries</li> <li>2. (2W/7T) Initiatives to improve Transportation infrastructure and options</li> <li>3. (3W/5W/2T) Initiatives for Workforce Development</li> <li>4. (4W/12W/4T/5T/9T) Initiatives to reverse these threatening trends-the crux of the need for business attraction and retention</li> <li>5. (13W/11T) Initiatives to expand available offerings (see 4 A. Suggested Action ) and expand Public Relations if 1T is verified</li> </ol>
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